Effect of Selected Motivational Factors on the Job Satisfaction of Civil Servants within Government Devolved Functions in Nakuru County

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ABSTRACT: Employees' job satisfaction is an old concept in industrial relations and is influenced by a number of factors. Since the promulgation of the Constitution of Kenya 2010, some of the government functions which used to be under the central government have since been devolved to the county governments. These functions include the Ministry of Health, Ministry of Water, Ministry of Agriculture and Ministry of Public works and roads among others. Employees working in these ministries, among others, had their functions devolved to the county governments. The deployment to the counties had adverse effects among employees as exemplified by strikes of the employees of the Ministry of Health. The main objective of this study was to assess the effect of selected job motivational factors on civil servants' job satisfaction within government devolved functions in Nakuru County. The target population was 1912 employees working in the devolved functions. The sample size of the study was 320 systematically picked across the devolved functions. The study used a close ended questionnaire as the main data collection tool. Both Pearson's correlation and regression analyses were used to establish whether the selected motivational factors were related to the exiting level of employees' job satisfaction. The study established that procedural justice and interactional justice contributed significantly to employees job satisfaction compared to communication and supervision.

KEYWORDS: Job Motivation, Job Satisfaction, Procedural Justice, Communication, Supervision and Interactional Justice.

1 INTRODUCTION

The devolved system of government in Kenya as provided for in the Constitution (2010) has the following objectives; To foster national unity by recognizing diversity; give powers of self-governance and participation of the people in the exercise of the powers of the State and in making decisions affecting them; recognize the right of communities to manage their own affairs and to further their development; protect and promote the interests and rights of minorities and marginalized communities; promote social and economic development and the provision of proximate, easily accessible services throughout Kenya; ensure equitable sharing of national and local resources throughout Kenya; facilitate the decentralization of State organs, their functions and services from the capital of Kenya; and enhance checks and balances and the separation of powers.

National and county governments are expected to work in consultation, exchange information and respect for respective organs, institutions and structures (Burugu, 2010). This co-operation policy will enhance national unity; harmonize policy formulation, coordination of socio-economic policies, and implementation of legislation, administration of resources and enhancing capacity building and facilitation of county and senate government operations. Each level of government should exercise integrity and respect constitutional functional status and government institutions of every level as the constitution provides for enhanced and closer working relationship. Joint working committees may be formed for negotiation, mediation and arbitration during disputes. The Transition to Devolved Government Act (2012) was established to provide policy and operational mechanisms during the transition period for audit, verification and transfer from the national to the county

government assets and liabilities, human resources, pensions and other benefits of employees of government and local authorities and other related matters including provision of mechanisms for capacity building.

Job satisfaction is an indicator of how well a person is doing his or her job. Job satisfaction is obviously an important factor for all organizations. Companies must continuously improve employee satisfaction in order to stay profitable. Job satisfaction can be defined as an individual's general attitude towards his or her job (Robbins, 2003). Price (1997) defined job satisfaction as the degree to which employees have a positive affective orientation towards employment by the organization. In the year 2013, Kenya Health Workers went on strike to protest against their services being devolved to the County Government instead of being retained at the National Government. The strike was an evidence of their job dissatisfaction with the County government. Following apathy and a feeling of demoralization, health workers and in particular, Doctors slowly started resigning (Saturday Nation, November 2013). Motivational factors as procedural justice (Yughubi et al., 2009), communication (Herrbach et al., 2004), supervision and interactional justice (Stutzer, 2004) affect employees' job satisfaction in terms of their feelings towards the job, benefits of the job and the resultant behavior that comes with such feelings and benefits.

The literature reviewed covers job satisfaction, devolution, and theoretical framework, effect of procedural justice, communication, supervision and interactional justice on job satisfaction. Although many empirical studies have been done on job satisfaction and other motivation areas including work conditions, promotion and recognition, career advancement and salary, there is scanty literature on how procedural justice, communication, supervision and interactional justice affect employees' job satisfaction in the devolved functions in Kenya. Since devolution is still a new concept in Kenya and that the employees working in the devolved functions have already shown resentment on devolution, it is important to carry out a study that will analyze the effect of selected motivational factors on the job satisfaction of civil servants within government devolved functions in Nakuru County.

2 LITERATURE

2.1 MOTIVATIONAL FACTORS

Motivation is the process of initiating and directing behavior based on the persistent effort to satisfy an individual goal or need (Robinns & Judge, 2011). It is the desire within a person causing that person to act. It is a goal-directed drive, complex and individualized. Managerial strategies and tactics must be broad based to address the motivation concerns of individuals (Mathis & Jackson, 2010). In this study, selected motivational factors; procedural justice, communication, supervision and interactional justice that affect job satisfaction are analyzed.

2.1.1 PROCEDURAL JUSTICE

Procedural justice refers to the neutrality of the formal procedures and the rules that control the system (Nabatchi & Good, 2007). Leventhal et al. (1980) broadened the notion of procedural justice from the earlier focus by Thibaut and Walker (1975), which concentrated on dispute resolution procedures i.e. the process or means by which allocation of decisions are made. Their main focus was on dispute reactions to legal procedures.

In this case, Leventhal et al extended the notion to include non-legal contexts like organizational settings. They broadened the list of determinants of procedural justice far beyond process control and focused on six criteria that procedures should follow to be perceived to be fair i.e. procedures should be applied consistently across people and across time, be free from bias, ensure that accurate information is collected and used in decision-making, have some mechanism to correct flawed or inaccurate decisions, conform to personal or prevailing standards of ethics and morality and ensure that the opinions of various groups affected by the decision have been taken into consideration.

Employers and employees expect from one another justice within an organizational setup. Procedural justice is the legitimized fairness in the organization exhibited by the way employers treat employees. Procedural justice and 'moral alignment' are the most critical factors in fostering or retaining institutional legitimacy, albeit with felt obligation and consent to legal authority also playing a role. The conditions under which a job is performed can be different - from those completely comfortable to those very difficult and dangerous to employees' life and health. Difficult working conditions can be influenced by: (1) external factors that include climate- meteorological conditions, temperature, humidity, drafts, lighting in the workplace, noise and interference, gases, radiation, dust, smoke and other harmful factors; (2) subjective factors that include gender and age of the worker, fatigue, monotony, unfavorable posture during work, etc.; (3) factors related to the organization of production such as duration of the work shift, work schedule, working time, work pace, excessive strain etc.

Danica et al. (2013) observed that there is no significant difference in overall job satisfaction between workers who work in normal working conditions and workers who work in difficult working conditions. Furthermore, it was found out that the satisfaction with working conditions is higher in the case of workers who work in administration than in the case of workers who work in difficult working conditions. And finally, it is discovered that in the case of workers who work under difficult working conditions, the working conditions are an important factor of their overall job satisfaction. So, working conditions as a factor of job satisfaction do not considerably determine overall job satisfaction to make a significant difference between workers who work in normal working conditions and workers who work in difficult conditions.

However, given that it was discovered that the working conditions are an important factor of the overall job satisfaction of workers who work in the difficult working conditions, and given that these workers are less satisfied with this factor in relation to employees who work in normal working conditions, it could be concluded that it is necessary to improve the working conditions of workers who work in difficult working conditions. Improving working conditions relates to the improvement of safety at work, training of workers, control and improvement of machinery and tools, and to provide adequate protective equipment. As a result of these improvements it is possible that satisfaction with working conditions of workers who work in difficult working conditions increases. In that case these workers could become equally satisfied with working conditions as workers who work in normal working conditions which may act favorably on their overall job satisfaction as well as their performance (Danica et al., 2013).

Justice and its implementation is one of the basic needs of man that historically has provided the perfect platform for the development of human societies. Justice theories parallel to the development of evolved human society have been drawn from religious and philosophical ideas to experimental studies. Some experts preferred justice theory rather than the theory of equality, because it focuses on the equitable distribution of income among people to achieve a high level of motivation (Yaghubi et al., 2009). Employees are facing at least two resources in implementation or violation of justice in the organization, the most apparent resource is the supervisor or person's direct manager. The supervisor has the authority to manage subordinates; he could influence some outcomes like increasing the payment or promoting the opportunities of the subordinates. The second resource of the justice or injustice that employees may attribute to is the organization itself, though this resource is more subtle, but it is also important to note (Na'ami et al., 2006).

Alexander and Ruderman (1997) also stated that the sense of justice in the organization (distributive or procedural) would directly influence the displacement and desertion. The feelings of job satisfaction, trusting in managers, and lack of organizational conflicts are also effective. Moreover, those who accept the organizational decisions are more willing to cooperate with managers in organizations. Procedural justice would have been more effective in working relationships with colleagues, or even subordinates, and their loyalty to the organization bringing a sense of equality in the organization (Alexander & Ruderman, 1997). Najibzade, (2006) pointed out that employees usually have feelings of inequality towards their payment in comparison with other three aspects, but they have feelings of equality towards their working environment in comparison with their colleagues and others. Finally, they have relatively positive feelings of equality and above the average levels or almost equal about organizational respect and admiration, and also procedural justice.

2.1.2 COMMUNICATION

Communication plays a vital role for the success of any organization. It enables better relationships within an organization, transmission of information, fostering trust and cooperation among employees, improvement of understanding and co-ordination of work, enhancement of commitment and learning and increasing of overall workplace and individual satisfaction. Communication is, therefore, the process of exchanging information and can be verbal or non-verbal, formal or informal, written or oral.

Pettit et al. (1997) supports the idea that communication plays a major role in one's job usually measured in multidimensional terms. How an employee perceives supervisors communication style, credibility, and content as well as the organization's communication system will to a large extent influence the amount of satisfaction (morale) he or she receives from the job. Carmeli et al. (2002) propose that communication plays a significant role in creating a favorable image. A positive communication climate would increase the level of job satisfaction and this, in turn, would affect job satisfaction positively. In organizations, people communicate with each other in different ways. Messages may move downwards and upwards between hierarchical levels or horizontally among employees at equivalent level (Dwyer, 2005). Communication can occur through informal channels such as grapevines or formal channels such as procedures and official meetings.

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Communication is the process whereby people within an organization give and receive messages. Many researchers assert that communication in organizations has significant effect on employees' job satisfaction. In organizations, people communicate with each other in different ways. Messages may move downward and upward between hierarchical levels or horizontally among employees at equivalent level. Communication can occur through informal channels such as grapevines or formal channels such as procedures and official meetings.

Effective communication is seen as an essential element of the organizational environment that ought to inform employees of industry challenges, what is happening in the workplace and the company's strategic intent. Beyerlein et al., (2003) states that it is the management's responsibility to align support systems in the strategic design so that employees can communicate their needs and frustrations, as this will keep an organization functioning effectively and make the people who are an organization's greatest resource feel part of the organization. Furthermore, other studies have investigated openness of communication and found its direct relationship with job satisfaction. As people work together they develop some important formal and informal relationships with each other. People are of different personalities and natures, their thinking, perception, and view points are also different. They cannot understand each other until and unless they effectively communicate.

2.1.3 SUPERVISION

Supervision is the action or process of watching, directing, overseeing, superintending, and inspection of work processes at the workplace. A supervisor, therefore, is responsible for making work efficient and hence a resource to the employees. An employee is in constant or regular exchange relations with the supervisor and coworkers (Brande et al., 2004). Bruk et al (2006) observes that unfair treatment at the place of work is positively associated with psychological strain. Most employees consider relations with supervisors as most stressful (Tepper, 2007). This is because supervisors create stress by ignoring employees' ideas and concerns, withholding information from them and failing to clarify roles and responsibilities (Reece & Brandt, 1999). A positive relationship with the supervisor is an important rationale influencing employees' decisions to remain in the job (Scannapieco & Connell-Carrick, 2007). Employees' perception of supervisors support may influence their perception on job satisfaction in terms of employees' desire to stay.

Bruk et al., (2006) observes that unfair treatment at the place of work is positively associated with psychological strain. An employee may develop stress reactions due to membership of a less cohesive workgroup, having inadequate social support from coworkers, or exposure to hostile acts from coworkers. Most employees consider relations with supervisors as most stressful (Tepper, 2007). This is because supervisors create stress by ignoring employees' ideas and concerns, withholding information from them and failing to clarify roles and responsibilities (Reece & Brandt, 1999). The relationship between supervisors and worker retention is further supported by empirical evidences. It was found that the effect of supportive supervision outweighed the effect of pre-service or in-service training on child welfare worker retention (Scannapieco & Connell-Carrick, 2007). Supportive supervision was found to be related to the improvement of workers' job satisfaction (Munn et al, 1996), lower levels of workers' burnout , and the reduction of stress (Moen & Yu, 2000). Studies also showed that a positive relationship with the supervisor is an important rationale influencing child welfare workers' decisions to remain in the job (Scannapieco & Connell-Carrick, 2007). Workers' perception of supervisors support may interact with workers' perception of job satisfaction in terms of workers desire to stay so that the effect of job satisfaction may be different for workers perceiving different levels (high/low) of supervisor's support.

2.1.4 INTERACTIONAL JUSTICE

Interactional justice is the nature of association between supervisors and subordinates (Mohyeldin & Tahire, 2007). Bies and Moag (1986) introduced the aspect of interactional justice focusing their attention on the quality of interpersonal treatment people receive when procedures are implemented. Interactional justice involves the perception of fairness that affects employees' relationship with peers, subordinates and supervisors (Mohyeldin & Tahire, 2007). Fairness creation is very important for organizations as it affects productivity and behavior of employees. Greenberg, 1990, 1993, observes that interactional justice consists of two types of interpersonal treatment i.e. interpersonal justice which is the degree to which people are treated with politeness, dignity and respect by authorities involved in executing procedures or determining

outcomes and informational justice which focuses on the explanations provided to people that convey information about why procedures were used in a certain way or why the outcomes were distributed in a certain way.

The explanation for interactional justice is enlightened in the social exchange theory and the norm of reciprocity (Cropanzano & Mitchell, 2005). According to this theory employees anticipate polite, sincere, and frank treatments from the peers and supervisors. On the basis of reciprocity, employees who recognize righteous treatment from supervisors are more likely to exhibit positive attitude and great commitment to the goals of the organization, demonstrate improved job satisfaction, improved job performance and low turnover (Cohen-Charash & Spector, 2002).

2.2   JOB SATISFACTION

In general terms, job satisfaction represents the projection of the extent to which an individual is positively oriented toward his or her job (Cramer, 1996). Organizational change likely alters an employee's job satisfaction (Lock, 1976). Simply put, job satisfaction is connected to how our personal expectations of work are in congruence with the actual outcomes. Job satisfaction is merely an employee's attitude towards his or her job. Consequently, job satisfaction can be seen as containing three components: an affective component, a cognitive component and a behavioral component (Jex, 2002). While the affective component refers to a feeling about a job, the cognitive component represents a belief in regard to a job. Often these two aspects are related. The behavioral component is an indicator for behavioral intentions towards a job such as getting to work in time, working hard, etc.

In explaining job satisfaction and measuring the level of employees' satisfaction, three different approaches have been developed. The first approach turns its attention to the characteristics of the job and it is called the "information processing model" (Hackman & Oldham, 1976). According to this model employees gather information about the job, the workplace and the organization and cognitively assess these elements in order to determine the level of satisfaction (Jex, 2002). The second approach suggests that the measurement of the level of job satisfaction is founded on "social information" – information based on past behavior and what others at work think. It shifts its attention to the effects of the context and the consequences of past behavior, rather than to individual pre-dispositions and rational decision-making processes (Pennings, 1986). Therefore job satisfaction is dependent on how others at work evaluate the workplace. This approach is called the "social information processing model" (Salancik & Pfeffer, 1978). The third approach indicates that job satisfaction relies on the characteristics or the dispositions of the employee. These dispositions can be based on experience or genetic heritage or on both (Jex, 2002).

Job satisfaction is closely related to employee work motivation, which is concerned with the energy an employee is willing to invest in order to achieve a given objective related to his work. Of course, motivation is only one of the factors that determine job satisfaction. Other factors include outside constraints (e.g. time, financial resources, and organizational requirements), and individual skills and abilities. The basic argument is that achievement of objectives increases job satisfaction (because of the psychological need for achievement) (Le Grand, 2003).

Job satisfaction is an affective response to one's situation at work. Thus, teacher job satisfaction refers to a teacher's affective relation to his or her teaching role and is a function of the perceived relationship between what one wants from teaching and what one perceives it is offering to a teacher (Zembylas & Papanastasiou, 2004). Over the last two decades, there have been numerous studies focused on the factors influencing teacher job satisfaction and dissatisfaction (Spear et al., 2000). Like all white-collar jobs, both intrinsic and extrinsic factors have been found to affect teacher job satisfaction. Intrinsic satisfaction for teachers can come from classroom activities with children. Additional factors include developing warm, personal relationships with children, the intellectual challenge of teaching and autonomy and independence (Shann, 1998). In contrast, teachers view job dissatisfaction as principally associated with work overload, poor pay and perceptions of how teachers are viewed by society.

Extrinsic factors that have also been associated with teacher satisfaction include salary, perceived support from administrators, availability of resources, and problems related to teacher load and expectations for assuming extra-curricular assignments (Thompson et al, 1997). These and other aspects of teachers' working environment have been identified as factors that contribute to increased teacher dissatisfaction and to teachers leaving the profession. Research on teacher job satisfaction has examined several of these factors in an attempt to find how they are related to satisfaction in teaching, and what support teachers need so that their working conditions are improved. This is significant because it has been shown that when teachers are not satisfied with their working conditions, they are more likely to leave the profession.

Dissatisfaction with work life, unhappiness, disappointment and lack of enthusiasm negatively affect people's everyday lives, preventing them from getting enough satisfaction from life and possibly impairing their physical and mental health by negatively affecting their environment and relationships with family and friends (Serinkan & Bardakçı, 2009). Consequently,

this may lead to undesired results for the employer such as alienation, indifference to the job, a decreasing sense of attachment to the employing institution, constant complaints about the job, decreasing productivity, absenteeism and quitting the job.

Doughty et al., (2002) studied Nurse Faculty at a small Liberal Arts College assessing perception of Nurse Faculty regarding their work environment. Factors most appreciated by faculty were involvement, coworker cohesion, supervisor support, and autonomy. This study showed that many factors contribute to job satisfaction of Nurse Faculty. Castillo and Cano, (2004) conducted a study at an agricultural college at a large university by using the Herzberg's theory and the Wood Faculty Satisfaction/ Dissatisfaction Scale (WFSDS) to explore the factors that explain job satisfaction. Their findings showed that the work itself was the most important factor that contributed to job satisfaction, with working conditions being the least important. However, they did report that all of the factors of Herzberg's theory were moderately related to job satisfaction. The increase in enrolment and the demands placed on faculty by the community, hospitals, and the college to produce a larger number of nursing graduates appears to be affecting morale and overall job satisfaction.

Public service motivation-job satisfaction relationship depends on an experienced comparability between individual needs and motivation to serve the public interest and the environment of their jobs/organizations is akin to results by Bright (2008) and Wright & Pandey (2008). They all confirm that public service motivation positively affects job satisfaction if the perceived fit between individual motivation and the work environment is high (denoted "mission valence" by Wright and Pandey (2008). But regardless of an experienced fit, it can be argued that when comparing public and private sector employees performing similar jobs in the two sectors there are still reasons for expecting public/private differences in the public service motivation-job satisfaction relationship. Based on usual criteria for distinguishing between public and private sector organizations (Rainey & Bozeman, 2000) and especially the ownership criterion, the public sector may offer better opportunities for serving the public regardless of the specific job being performed. Due to the public ownership, employees in public sector organizations are better able to "donate their effort" to the public and hence derive job satisfaction from fulfilling their pro-social motivation compared with employees in private sector organizations, who donate their effort to a private residual claimant. The environment of the organization means more for establishing a positive public service motivation-job satisfaction relationship than the environment of the job .

2.3 THEORETICAL AND CONCEPTUAL FRAMEWORK

The study was guided by two theories; Equity Theory and Herzberg's Two Factor Theory. Equity Theory was developed by Adams in 1965. Adams, (1965) defines inequity as "inequity exists for a person whenever he perceives that the ratio of his outcomes to inputs and the ratio of others outcomes to other inputs are unequal". It follows that inequity results not only when a person is under-benefited but also when he is over benefited. An important issue of the equity theory is the emphasis on the individual perception of what exists, even though it may not be real. The perception of inequity is based on comparing the individual's ratio with the other's ratio (e.g. when an employee in another state receives $4000 more for the same job, no inequity is experienced, but a coworker in the same company with the same abilities and skills, if he or she receives a pay rise, inequity may be experienced).

Equity Theory, as developed by Adams, (1965), considers motivation and job satisfaction as the result of a comparison of a worker's perceived outcomes and inputs (Vinchurb & Koppes, 2011). Traditionally, Equity Theory has been tested by monitoring the reaction of individuals to experimentally induced situations of inequity by intentionally under- or overpaying them (Landy & Conte, 2010). It was expected that underpaid participants would lower the quality or quantity of their output, whereas people who were overpaid would raise the quality or quantity. In general, results supported the underpayment predictions, but not the overpayment ones, which may be due to the fact that inequity due to overpayment is not as stressful as inequity because of underpayment (Landy & Conte, 2010). Equity Theory is relevant to this study because it expresses the relationship between how employees are motivated (which is the input) and their job satisfaction (which is the output).

The second theory is the Two-Factor Theory developed by Herzberg, (1959) which addresses the issue of workplace motivation. The theory introduces two elements or "factors" to account for overall job satisfaction: motivators and hygiene factors. While the presence of motivators in a job can contribute to the increase in the level of satisfaction, the absence of hygiene factors in the workplace can be the cause of dissatisfaction. Hygiene factors allude to the environment and the context of the work. This can include salary, safe working conditions, etc. Motivators are related to the characteristics of the job itself. According to the theory motivators and hygiene factors are non-exclusive. Satisfaction and dissatisfaction cannot be considered as the opposite ends of one continuum. Therefore an increase in the level of job satisfaction does not necessarily imply a decrease in job dissatisfaction, since the elements affecting satisfaction and dissatisfaction are different. The Two-Factor Theory is also often referred to as the Motivation-Hygiene Theory (Davies, 2008). This theory is also relevant

to the study because it uses motivators which describe the characteristics of the job and hygiene factors which is actually the environment in which the job is performed.
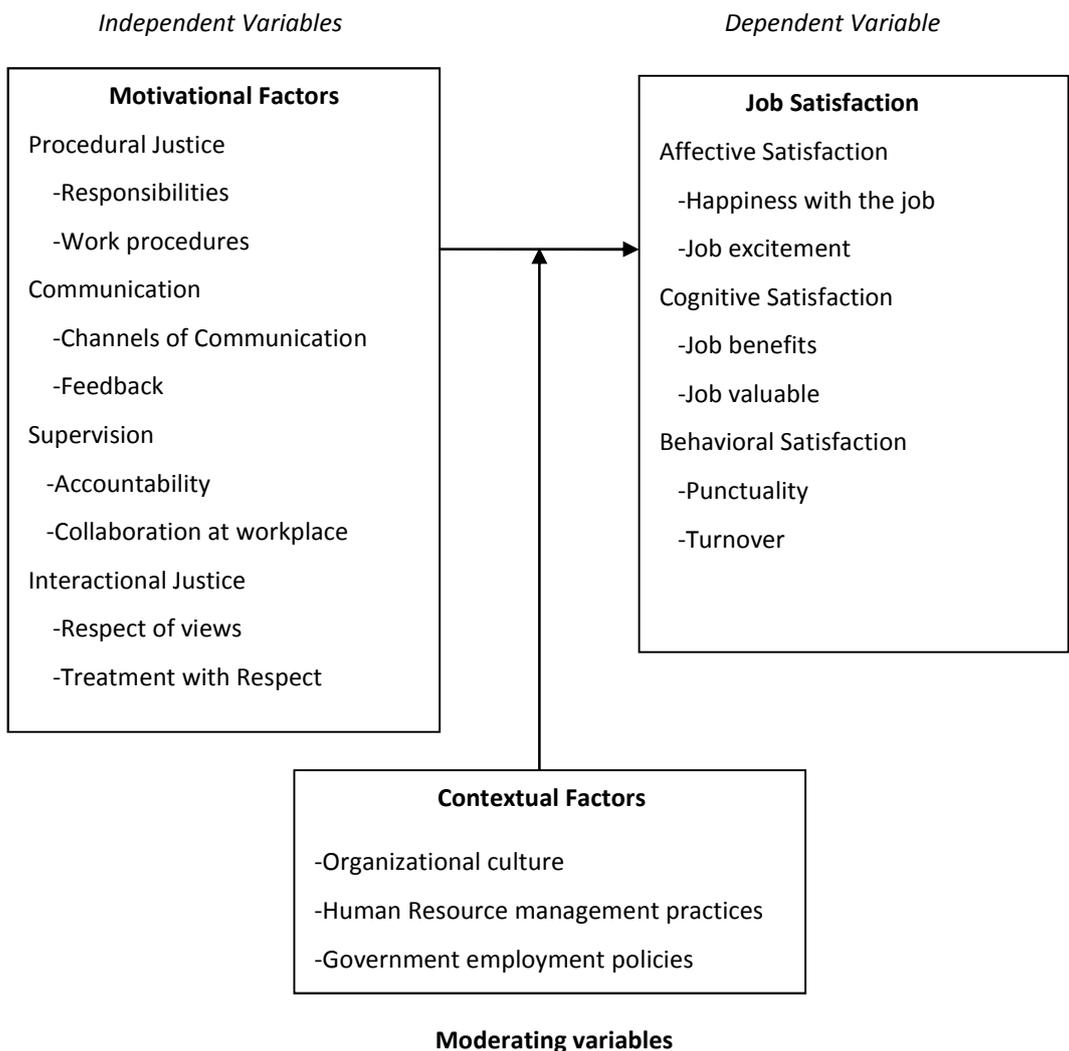
Independent Variables   *Dependent Variable*

Motivational Factors
 	
Procedural Justice
 	
   -Responsibilities
 	
   -Work procedures
 	
Communication
 	
   -Channels of Communication
 	
   -Feedback
 	
Supervision
 	
   -Accountability
 	
   -Collaboration at workplace
 	
Interactional Justice
 	
   -Respect of views
 	
   -Treatment with Respect
	Job Satisfaction
	
	Affective Satisfaction
	
	   -Happiness with the job
	
	   -Job excitement
	
	Cognitive Satisfaction
	
	   -Job benefits
	
	   -Job valuable
	
	Behavioral Satisfaction
	
	   -Punctuality
	
	   -Turnover

Contextual Factors

-Organizational culture

-Human Resource management practices

-Government employment policies

Moderating variables

Figure 2.1 Relationship between selected motivational factors, contextual factors and job satisfaction.

The independent variables of the study include; Procedural justice, communication, supervision and interactional justice. These factors are selected for the study because they are closely related with Herzberg's Two-Factor Theory which is the main theory of this study. The dependent variable is employees' job satisfaction measured in terms of affective, cognitive and behavioral manifestations of satisfaction. Affective satisfaction influences individuals' cognitive processes such that their resulting behaviors may be either affectively or cognitively driven. With only a few exceptions, a vast number of studies have consistently found job satisfaction to be significantly associated with turnover (Vroom, 1964). The moderating variables are; organizational culture, human resource management practices and government employment policies. When procedural justice, communication, supervision and interactional justice are well managed in the devolved Government functions under controlled organizational culture, human resource management practices and government employment policies, then employees will be satisfied with their jobs leading to increased manifestation of excitement, happiness, a feeling of the job being valuable and beneficial, improved punctuality and low turnover.

3 METHODS

The research adopted a descriptive survey research design. According to Mugenda, (2009), a survey research design describes relevant aspects of the phenomenon of interest from various perspectives. The study collected information from

employees working in devolved functions of the following ministries within Nakuru County; Ministry of Health, Ministry of Water, Ministry of Agriculture and Ministry of Public works and roads. There were 976 employees in the Ministry of Health, 289 employees in the Ministry of Water, 235 employees in the Ministry of Agriculture and 412 employees in the Ministry of Public Works and Roads forming a target population of 1912 employees. Thus, 320 employees working in the devolved functions in Nakuru County formed the sample for the study. Proportionate stratified sampling of employees in each of the devolved function was derived. **A** close ended questionnaire based on Likert-type Scale was used as the main mode of data collection.

The relationship between each of the factors that affect employees' job satisfaction and the level of job satisfaction was tested using a Pearson's correlation. The combined effect of the factors and employees level of job satisfaction was tested with the regression model below.

$$y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

y= employee job satisfaction
α =constant
$\beta_1 \ldots \ldots \beta_{4d}$ = parameter estimates
X_1 = Procedural justice
X_2 = Communication
$X_{3=}$ Supervision
X_4 = Interactional justice
ε = the error of prediction.

4   RESULTS

This section presents results of hypotheses testing about the relationship between the aspects of motivational factors: procedural justice (PJ), communication (Comm.), supervision (Sup) and interactional justice (IJ); and job satisfaction. The section also presents results on the effect of motivational factors on job satisfaction.

To determine the effect of motivational factors and job satisfaction, Pearson's product-moment correlation was used. The results of the analysis are presented in Table 4.12.

Table 4.12: Correlation of motivational factors and job satisfaction

		PJ	Comm.	Sup	IJ	Job satisfaction
PJ	Pearson Correlation	1	.522**	.505**	.634**	.675**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	255	255	255	255	255
Comm.	Pearson Correlation	.522**	1	.516**	.403**	.328**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	255	255	255	255	255
Sup	Pearson Correlation	.505**	.516**	1	.639**	.483**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	255	255	255	255	255
IJ	Pearson Correlation	.634**	.403**	.639**	1	.769**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	255	255	255	255	255
Job satisfaction	Pearson Correlation	.675**	.328**	.483**	.769**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	255	255	255	255	255

**. Correlation is significant at the 0.01 level (2-tailed).

HO$_1$ There is no significant relationship between procedural justice and job satisfaction of the employees working in the devolved functions.

The analysis to test HO$_1$ was conducted using Pearson's Correlation. The results are shown in Table 4.12. The study established a strong positive correlation(r=0.675) and significant relationship (P=0.000≤0.05) between procedural justice and job satisfaction indicating that procedural justice significantly affected employees job satisfaction in the devolved functions. Hence, the HO$_1$ was rejected. When the County Government recognizes and enhances procedural justice in the devolved functions, there will be a positive improvement in the employees' job satisfaction measured affectively, cognitively and behaviorally.

HO$_2$ There is no significant relationship between communication and job satisfaction of   the employees working in the devolved functions.

The study used Pearson's correlation to test HO$_2$. As shown in Table 4.12, the study established a weak positive correlation(r=0.328) and significant relationship (P=0.000≤0.05) between communication and job satisfaction indicating that communication positively affected employees' job satisfaction in the devolved functions. The hypothesis (HO$_2$) was, therefore, rejected.

HO$_3$ There is no significant relationship between supervision and job satisfaction of the employees working in the devolved functions.

The analysis to test HO$_3$ was conducted using Pearson's Correlation. The results are as shown in Table 4.12. The study established a moderate positive correlation(r=0.483) and a significant relationship (P=0.000≤0.05) between supervision and job satisfaction indicating that supervision significantly affected employees' job satisfaction in the devolved functions. The null hypothesis (HO$_3$) was rejected. Recognition and enhancement of supervisory skills in the devolved functions, will realize a positive improvement of employees' job satisfaction in the County Government.

HO$_4$ There is no significant relationship between interactional justice and job satisfaction of   the employees working in the devolved functions.

Pearson's correlation was used in the analysis to test HO$_4$. The study established a strong positive correlation (r=0.769) and a significant relationship (P=0.000≤0.05) between interactional justice and job satisfaction. The HO$_4$ was, therefore, rejected. When the County Government promotes interactional justice in the devolved functions, there will be a significant improvement in employees' job satisfaction and therefore performance.

HO$_5$ There is no significant relationship between the combined effect of procedural justice, communication, supervision and interactional justice and job satisfaction of the employees working in the devolved functions.

The study used a multiple regression analysis to test HO$_5$. The results of the analysis are presented in Tables 4.13a and 4.13b.

Table 4.13a: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.81	0.66	0.65	0.33

The R^2 value indicates how much of the dependent variable, "job satisfaction", was explained by the independent variables, "procedural justice, communication, supervision and interactional justice". In this case, the R Squared is 0.66 indicating that 66% of the variation in job satisfaction is explained by the independent variable. The difference, that is, 34% of the variation in job satisfaction is explained by factors that are not included in this study.

Table 4.13b: Full Regression Model

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig (p).
		B	Std. Error	Beta		
1	(Constant)	1.29	0.15		8.71	0.00
	PJ	0.31	0.04	0.36	6.88	0.00
	Comm.	-0.05	0.03	-0.08	-1.70	0.09
	Sup	-0.04	0.05	-0.04	-0.76	0.45
	IJ	0.48	0.04	0.60	10.97	0.00

a. Dependent Variable: Job satisfaction

As indicated in Table 4.13b, from the unstandardized coefficients, the following equation was developed:

$y = 1.29 + 0.31x_1 - 0.05x_2 - 0.04x_3 + 0.48x_4 + \varepsilon$

From the full regression model, the standardized coefficients indicate that procedural justice and interactional justice have a positive effect on job satisfaction whereas communication and supervision have a negative influence. Further, the results indicate that interactional justice has a greater effect on job satisfaction (Beta=0.60) followed by procedural justice (Beta=0.36), communication (Beta=-0.08) and supervision (Beta=-0.04). In conclusion, therefore, the hypothesis (HO$_5$) that there is no significant relationship between the combined effect of procedural justice, communication, supervision and interactional justice and job satisfaction is rejected. This is because procedural justice and interactional justice have a positive effect on job satisfaction.

5 CONCLUSIONS AND RECOMMENDATIONS

5.1 CONCLUSIONS

The aim of this study was to assess the effect of selected motivational factors on job satisfaction of civil servants within government devolved functions in Nakuru County. The study established that all aspects of the selected motivational factors affect job satisfaction. However, it was established that HO$_1$ which stated that there is no significant relationship between procedural justice and job satisfaction was rejected since there was a strong positive correlation (*r*=0.68) and a significant relationship (*p*=0.000≤0.05). This indicates that procedural justice significantly affects job satisfaction.

Further, HO$_2$ which stated that there is no significant relationship between communication and job satisfaction, after computation of a Pearson correlation, was found to have a weak positive correlation (*r*=0.33) and a significant relationship (*p*=0.000≤0.05). This indicates that there is no significant relationship between the two.

HO$_3$ which stated that there was no significant relationship between supervision and job satisfaction, at the computation of the Pearson correlation, indicated a moderate positive correlation (*r*=0.48) and a significant relationship (*p*=0.000≤0.05). This indicates that supervision moderately affected job satisfaction. Recognition and enhancement of supervision in the County will improve job satisfaction.

HO$_4$ which stated that there was no significant relationship between interactional justice and job satisfaction was rejected since there is a strong positive correlation (*r*=0.77) and a significant relationship (*p*=0.000≤0.05). This shows that interactional justice significantly effected job satisfaction. Therefore, the promotion and enhancement of interactional justice will improve job satisfaction in the County.

HO$_5$ which stated that there was no significant relationship between the combined effects of procedural justice, communication, supervision and interactional justice and job satisfaction was rejected. As shown in the results of the analysis model summary, 66% of the variation in job satisfaction is explained by the independent variable, motivational factors. Further, from the full regression model it was established that procedural justice (Beta=0.36) and interactional justice (Beta= 0.60) have a positive effect on job satisfaction whereas communication (Beta=-0.08) and supervision (Beta=-0.04) have a negative influence.

5.2 RECOMMENDATIONS

5.2.1 RECOMMENDATION FOR PRACTICE AND POLICY

On the basis of the findings of this study, the following recommendations are important as far as assessment of the effect of selected job motivational factors on civil servants' job satisfaction within government devolved functions in Nakuru County is concerned.

First, Civil Servants working in the devolved functions should be encouraged to take advantage of the liberalized Higher Education to sharpen their skills which will be a great asset both to the employees and the County Government in terms of performance and service delivery. The County Government should also come up with more innovative ways of sourcing for partnership for purposes of employing young and qualified individuals to fill the existing gaps that are likely to cause a succession problem in future upon retirement of the older employees. Secondly, the study recommends that the County Government embraces a culture of procedural justice in terms of equal treatment of employees. The decision-making process should be done on the basis of accurate information achieved by developing an information system sensitive to inaccurate information thus improving performance and service delivery.

Thirdly, the County Government should adopt new ICT technologies in its communication system which will enhance effectiveness in service delivery. Fourth, the County Government should re-design supervisory processes geared towards achieving fairness in dealing with employees in order to foster cohesion and accountability. This can be done by training both supervisors and employees for new skills that will assist in improving service delivery. The supervisors should also see themselves as coaches and mentors for them to positively influence employees.

5.2.2 RECOMMENDATION FOR FURTHER STUDIES

A study on the factors affecting employee job satisfaction and its effect on turnover in the devolved functions to the County Governments in Kenya should be conducted. This is because the study did not concentrate on employees' turnover. The findings from this study will shed more light on which factor most affects employees' turnover.

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